

SECRET

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24 MAR 1964

MEMORANDUM FOR: Mr. [REDACTED]
SUBJECT: Counselling in CIA

1. Your memorandum of 4 March concerning counselling stimulated an interesting, and I hope useful, discussion among our staff. Our consensus is that the counselling facilities and mechanisms we need in the Agency are for the most part already available but employees either don't know where to turn or for various reasons do not want to turn to the proper source.

2. We have several ideas for improving the situation. One is to develop an employee publication concerning the facilities available for the various problems an employee may encounter and advising him (or his supervisor) on how to get problems to the proper point for professional advice. For instance, where does the employee who wants a reassignment or to change career fields make his desires known? Where can he turn if he doesn't want to go to his supervisor or career service element? Where does an employee with a serious financial problem turn? With a family problem? The publication we propose would tell him where to seek advice and also tell him the kinds of counselling services that are not available (for instance, marital relations problems) in the Agency, but for which referrals can be arranged. This publication would ideally be a part of an employee handbook covering a wide range of subjects. However, we believe even a rather modest issuance on counselling alone may be some time in preparation and will probably take this step first, reserving the bigger job for the future.

3. The supervisor's role in counselling must not be overlooked by himself, the employee, or the staff officers concerned. In the lecture series on supervisory responsibilities which will begin on 10 April, I intend to cover this subject. In doing so, I think it will be important to caution the over-conscientious supervisor against attempting to counsel as an amateur when professional help is needed.

4. We believe it would be helpful also to re-institute the system of follow-up interviews with new employees. These interviews, conducted by Placement officers, take place about 90 days after an employee enters on duty and, if indicated, 180 days after EOD. They give the employee a chance to ask questions, express reservations about his assignment, and possible new career interests, etc. These interviews have been conducted as a part of our regular program for one or two periods in the past but abandoned for reasons of manpower, some unpopularity of the program at the supervisory level, and in the absence of a conviction that they were worth the time. We believe they should be re-instituted at least on a spot-check, trial basis. It is possible that similar follow-up would also be helpful following a major reassignment of an employee -- perhaps after a change in career service.

5. I realize that my answer is somewhat sketchy. If there are any points you would like to discuss further, I would be glad to talk with you.

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